

MANUFACTURING EXTENSION PARTNERSHIP

Success Stories from the Field

Great American Appetizers

Idaho TechHelp

Great American Appetizers Adds Meat to Lean

Client Profile:

Great American Appetizers (GAA) has served the nation's finest regional and national restaurant chains with a complete selection of custom-made appetizer products since 1959. The company employs 160 people at its facility in Nampa, Idaho. The GAA Wahoo brand is supported in the market by a national broker network who represents GAA across the country.

Situation:

In order to accommodate rapid growth and better meet customer demand, GAA brought in Food Specialist, Jeff Kronenberg, of TechHelp and the University of Idaho, to conduct Hazard Analysis and Critical Control Point (HACCP) activities, to achieve U.S. Department of Agriculture Food Safety and Inspection Service (USDA/FSIS) certification in order to add meat to its product line and to implement a Lean transformation through TechHelp's Lean Manufacturing for Food Processors with Lean English Essentials (LEE) program. The Lean for Food LEE program is designed to address language and cultural challenges that are prevalent in food processing plants in the Pacific Northwest.

Solution:

TechHelp's manufacturing specialist conducted a plant assessment to identify opportunities for waste reduction and profitability enhancement. The assessment led to Tech Help providing follow-up services including:

- The identification and training of a multi-lingual Lean Champion who would lead the company's Lean transformation.
- The training of non-native English speaking employees on Lean Concepts.
- In-house Lean 101 workshops, including simulation exercises of food processing.
- Value Stream Mapping (VSM) session to guide the Lean transformation.
- A three-day 5S Kaizen Event, consisting of one day of training and two days of rapid change events at the plant site.
- On-site assessment of the facility's HACCP system.
- A three-day Kaizen event that included a one day 5S workshop, and two days working on reducing floor waste and hold or rework product.
- On-site technical assistance with the GAA HACCP Program.

Results:

- * Increased sales by \$4.2 million.
- * Retained a \$2.2 million account.
- * Saved \$340,000 in labor, materials, energy, and overhead.
- * Avoided a \$3.5 million plant expansion

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- * Reduced operations from 7 days to 5 days.
- * Improved workforce morale and empowerment.
- * Created a safer, more intuitive and more efficient workplace.
- * Achieved USDA FSIS certification.

Testimonial:

"Lean training provided by Idaho TechHelp drew widespread support from employees and did not lead to job losses. Productivity is up, waste is down and the overall picture is a lot of improvement and more communication."

Luis Garcia, Plant Superintendent